Leadership & Management

Reading for Lesson 17:

Morale Leadership and Navy Core Values

Lesson 17
Reading Objectives

1. The student will comprehend a combination of the rational approach to leadership with a concern for people and ethics.
2. The student will comprehend his or her own stage of moral development and ways to accelerate his or her moral maturation.
3. The student will apply the principles of stewardship and servant leadership.

Lesson 17
Reading Objectives

4. The student will know the meaning of the Core

   Values and each of their sub-elements.
5. The student will comprehend how internalizing the Core Values contributes to the development of character.
6. The student will comprehend how specific Core Values and their sub-elements apply in actual or hypothetical situations.

Lesson 17
Discussion Objectives

1. The student will apply the principles of stewardship and servant leadership.
2. The student will know the meaning of the Core Values and each of their sub-elements.
3. The student will comprehend how internalizing the Core Values contributes to the development of character.
4. The student will comprehend how specific Core Values and their sub-elements apply in actual or hypothetical situations.

Moral Leadership

- For leaders to create ethical organizations requires that they themselves be honest, ethical and principled
- Leaders use an understanding of the stages of moral development to enhance their own and their followers' personal moral growth
- Leaders who operate at higher stages of moral development focus on the needs of followers and universal ethical principles

Rational Leadership and a Concern for People and Ethics

- Being a real leader means learning who you are and what you stand for and then having the courage to act.
- Leadership has less to do with using other people than with serving other people
- Placing others ahead of oneself is the key to successful leadership, whether in politics, war, education, sports, social services or business

Rational Leadership and a Concern for People and Ethics

- Leadership spirit encompasses the ability to look within, to contemplate the human condition, to think about what is right and wrong, to see what really matters in the world, and to have the courage to stand up for what is worthy and right

Becoming a Moral Leader

- Leadership practices can be used for good or evil
  - There is a moral dimension
- Moral leadership is about distinguishing right from wrong and doing right
  - Seeking the just, the honest, the good; and the practice of right conduct

Becoming a Moral Leader

- Leaders have great influence over others
  - Moral leadership gives life to others and enhances the lives of others
- Immoral leadership takes away from others in order to enhance oneself

Becoming a Moral Leader

- Specific personality characteristics such as ego, strength, self-confidence, and independence may enable leaders to behave morally in the face of opposition
  - These characteristics can be developed through hard work
  - A leader’s capacity to make moral choices is related to his level of moral development

Levels of Personal Moral Development

Preconventional Level	Conventional Level	Principled Level
Individuals seek external rewards and avoid punishment - They obey authority to avoid detrimental consequences Leadership position tends to be autocratic and aimed at personal advancement	People conform to expectations of good behavior Rules, norms, and values of the corporate culture are followed - If honesty is the rule, people will be honest - If dishonesty is the rule, people will be dishonest	Leaders are guided by internalized set of principles universally recognized as right or wrong Leaders may disobey rules or laws that violate universal principles - Internalized values more important that others' expectations

Figure 17-1 goes here

Levels of Personal Moral Development

- Most adults operate at level two, the conventional level
- Research shows a direct relationship between higher levels of moral development and more ethical behavior on the job
  - Leaders can use their understanding of these stages to enhance their own and their followers' moral development and initiate ethics training to move people to higher levels of moral reasoning

Leadership Control Versus Service

- Continuum of leadership thinking and practice
  - Stage 1—subordinates are passive and do as they are told
  - Stage 2—subordinates are more actively involved in their work
  - Stage 3—stewardship, which moves responsibility from leaders to followers
  - Stage 4—servant leadership, whereby leaders give up control and chose to serve employees

Figure 17-2 goes here

Leadership Control Versus Service

- Authoritarian Management directs and controls subordinates
  - Power, purpose, and privilege reside with the top management
  - Leadership emphasizes top-down control, standardization, and specialization
    - Management is by impersonal measurement and analysis

Leadership Control Versus Service

- Participative Management uses teamwork, but mindset remains paternalistic:
  - Top leaders determine purpose and goals, make final decisions and decide rewards
  - Leaders are responsible for outcome

Principles of Stewardship and Servant Leadership

- Stewardship: leaders are accountable to others and to the organization, without controlling others, defining meaning and purpose for others, or taking care of others
- Four principles of stewardship:
  - Reorient toward a partnership assumption
  - Localize decisions and power to those closest to the work and the customer
  - Recognize and reward the value of labor
  - Expect core work teams to build the organization

Principles of Stewardship and Servant Leadership

- Servant leadership is leadership upside-down
- Servant leaders transcend self-interest to serve the needs of others, help others grow and develop, and provide opportunity for others to gain materially and emotionally
- The fulfillment of others is the servant leader’s principle aim

Principles of Stewardship and Servant Leadership

- Servant Leaders:
  - Put service before self-interest
  - Listen first to affirm others
  - Inspire trust by being trustworthy
  - Nourish others and help them become whole
- Servant leaders value and respect others as human beings, and not as objects of labor

Naval Service Core Values

- Naval Service Core Values specify the kinds of broad behaviors by which officers earn the nation’s trust
- Fidelity to these core values accomplishes several crucial ends
  - It enhances likelihood of mission accomplishment
  - Promotes well-being of the Sailors and Marines
  - Secures the confidence of citizens and their elected representatives

Naval Service Core Values

Honor	Courage	Commitment
Honor as honesty Honesty as integrity Honesty as responsibility	Courage as patriotism Courage as loyalty Courage as value	Commitment as concern for people Commitment as competence Commitment as teamwork